

# Norfolk Police and Crime Panel



Date: **28 November 2017**

Time: **10am**

Venue: **Edwards Room, County Hall, Norwich**

**Panel Members are invited to a pre-meeting at 9:15 am in the Conference Room, County Hall, Norwich.**

**Persons attending the meeting are requested to turn off mobile phones.**

## **Membership**

<b>Main Member</b>	<b>Substitute Member</b>	<b>Representing</b>
Mr Frank Sharpe	Mr Mark Robinson	Breckland District Council
Mr Fran Whymark	Mr Roger Foulger	Broadland District Council
Mr Trevor Wainwright	Mrs Marlene Fairhead	Great Yarmouth Borough Council
Mr Colin Manning	Mr Brian Long	King's Lynn and West Norfolk Council
Mr William Richmond	Michael Chenery of Horsburgh	Norfolk County Council
Mr Martin Storey	Mr Phillip Duigan	Norfolk County Council
Mrs Sarah Bütikofer	Mr Tim Adams	Norfolk County Council
Mr Richard Shepherd	Mr Nigel Dixon	North Norfolk District Council
Mr Paul Kendrick	Mr Kevin Maguire	Norwich City Council
Dr Christopher Kemp	Mr Robert Savage	South Norfolk Council

Air Commodore Kevin Pellatt FCMI RAF	(no substitute member)	Co-opted Independent Member
Mr Peter Hill	(no substitute member)	Co-opted Independent Member

**For further details and general enquiries about this agenda  
please contact the Committee Officer:**  
Nicola Ledain on 01603 223053  
or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

## **A g e n d a**

1. **To receive apologies and details of any substitute members attending**
2. **Declarations of Interest**

### **Norfolk County Council and Independent Co-opted Members**

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter. It is recommended that you declare that interest but it is not a legal requirement.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a **Disclosable Pecuniary Interest** you may nevertheless have an **Other Interest** in a matter to be discussed if it affects:

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare such an interest but can speak and vote on the matter.

**District Council representatives will be bound by their own District Council Code of Conduct.**

- 3. To receive any items of business which the Chairman decides should be considered as a matter of urgency**
- 4. Minutes**

To confirm the minutes of the meeting held on 26 September 2017. (Page **5**)
- 5. Public questions**

Thirty minutes for members of the public to put their question to the Panel Chairman where due notice has been given.

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) by **5pm on Monday 20 November 2017.**
- 6. Police and Fire Collaboration – Local Business Case Update** (Page **11**)

To consider an update from the PCC.
- 7. Police and Crime Commissioner (PCC) for Norfolk's 2018/19 Budget Consultation** (Page **13**)

To consider an overview of the PCC's 2018/19 budget consultation.
- 8. Police and Crime Plan for Norfolk 2016-2020 – performance monitoring** (Page **19**)

To consider an update from the PCC.
- 9. Office of the Police and Crime Commissioner for Norfolk – Commissioned Services Update** (Page **36**)

To consider an update from the PCC.
- 10. Information bulletin – questions arising to the PCC** (Page **45**)

To hold the PCC to account for the full extent of his activities and decisions since taking office.
- 11. National Police and Crime Panel Conference 2017** (Page **55**)

To consider matters arising from the national conference.
- 12. Work Programme** (Page **57**)

To review the proposed work programme.

Date Agenda Published: Monday 20 November 2017

**Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.**

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## **Norfolk Police and Crime Panel**

### **Minutes of the Meeting held on 26 September 2017 at 10am in the Cranworth Room, County Hall, Norwich**

#### **Main Panel Members Present:**

Mr W Richmond (Chairman)	Norfolk County Council
Mrs S Butikofer	Norfolk County Council
Mr M Storey	Norfolk County Council
Dr Christopher Kemp (Vice-Chairman)	South Norfolk Council
Mr Kevin Maguire	Norwich City Council
Mr Colin Manning	Borough Council of King's Lynn and West Norfolk
Mr Richard Shepherd	North Norfolk District Council
Ms Marlene Fairhead	Great Yarmouth Borough Council
Mr Fran Whymark	Broadland District Council
Mr Frank Sharpe	Breckland District Council
Air Commodore Kevin Pellatt	Co-opted Independent Member
Mr Peter Hill	Co-opted Independent Member

#### **Officers Present:**

Mr Greg Insull	Assistant Head of Democratic Services
Mrs Jo Martin	Democratic Services and Scrutiny Support Manager

#### **Others Present**

Mr Simon Bailey	Chief Constable for Norfolk
Mr Lorne Green	Police and Crime Commissioner for Norfolk
Ms Sharon Lister	Director of Performance and Scrutiny, OPCCN
Mr Mark Stokes	Chief Executive, OPCCN
Dr Gavin Thompson	Director of Policy and Commissioning, OPCCN

#### **1. To receive apologies and details of any substitute Members attending**

- 1.1 Apologies were received from Mr P Kendrick (Mr K Maguire substituting) and Mr T Wainwright (Ms M Fairhead substituting).

#### **2. Members to Declare any Interests**

- 2.1 No interests were declared.

**3. To receive any items of business which the Chairman decides should be considered as a matter of urgency**

3.1 There were no items of urgent business.

**4. Minutes of the meeting held on the 20 June 2017**

4.1 The minutes of the meeting held on the 20 June 2017 were agreed as an accurate record and signed by the Chairman.

**5. Public Questions**

5.1 Two questions were received from a member of the public; they did not meet the criteria for public questions and were therefore not allowed. Since the individual had repeatedly sought to pursue a matter with which the Panel could not assist, the individual had been advised that Panel Members and Officers would not reply to or acknowledge further contact from them.

**6. Appointment of Co-opted Independent Member**

6.1 The Committee considered the selection Panel's recommended candidate for the position of co-opted independent member, Mr Peter Hill.

6.2 The Panel **APPROVED** the recommendation of the selection Panel and **APPOINTED** Mr Peter Hill to the vacant post of co-opted independent member.

6.3 Mr P Hill joined the meeting at 10.02

**7. Police and Crime Commissioner for Norfolk's 2016-17 Annual Report**

7.1.1 The Panel reviewed the report containing the Commissioner's Annual Report 2016-17.

7.1.2 The Commissioner introduced his annual report to the Panel and reported ways that he had been working to meet his objectives, for example, by holding the Chief Constable to account at public meetings, through projects and initiatives which had been commissioned, charities funded to support victims of crime, and through engaging with the public at meetings, face to face and on social media. The Commissioner gave information on the statutory requirements conferred on him by the Police Reforms and Social Responsibility Act 2011, and gave examples of how he had been working to meet these.

7.2.1 The Panel asked how the Commissioner would find a balance between handling new areas of crime, such as digital crime and child sexual exploitation, which required specialist work, and meeting his pledge to increase visible policing which was a priority in the community. The Commissioner noted that it was important to balance public expectation with resources and spoke about the impact of "invisible crimes", such as cybercrime, which could entail lengthy and expensive investigations; he felt it was important to look at the force mix moving forward. The Chief Constable reported that Norfolk 2020, the new policing model due to be launched in October, aimed to meet both expectations of local communities and increasing pressures. The evidence-based,

costed and scalable plan would allow the Constabulary to address current and future demand of all crime types while taking into account the decreasing budget.

- 7.2.2 A short discussion was held over the responsibilities that companies on the internet should take in policing crime and preventing crime on their sites.
- 7.2.3 The Panel queried how communities could be more active in supporting the Police and Crime Plan objectives. The Commissioner reported that the Police and Crime Plan was based on feedback from engagement with the public, and that regular public meetings were hosted. He felt that the 758 people engaged in speed-watch schemes across the County, and those involved in the revitalised neighbourhood-watch schemes showed the public were accepting their responsibilities in their communities.
- 7.2.4 The 1% police pay rise was queried. The Commissioner discussed that £6m savings had previously been identified in the Police budget; the additional cost of the apprenticeship levy and 1% bonus, while deserved by Police Officers, added additional strain to the budget. The Chief Constable reported that the 1% pay rise would add £620,000 to the budget and would mean additional savings of £1m would have to be found in the Norfolk 2020 plan; to accommodate this, a reduction in uniformed Police offices would have to be made. Reserves had already been earmarked for investment in technology and estate, and would not be an option to bridge the gap.
- 7.2.5 Members highlighted that the level of engagement and communication between the Constabulary and local communities varied across Norfolk. The Panel acknowledged that limited resources prevented community engagement policing officers (or others) from attending all local council meetings. However, the Panel **agreed** that community engagement could be improved through ensuring that all Local (Parish and Town) Councils receive regular Constabulary briefings, with copies provided to the relevant District and County councillors. Also that it would be helpful to advise clerks and chairmen about the reasons for adopting the current content and style. The Chief Constable **agreed** to send a brief to every Parish Clerk and Chair to explain the reasons for the current content and style of reports and asked Councillors to feedback any issues. It was **requested** that a copy of this briefing be sent to District and County Councillors to support with dissemination.
- 7.2.6 The public's role in supporting the police was raised; the Commissioner highlighted the Police Federation petition in support of a Private Member Bill to increase sentences for assaults on public service workers.
- 7.2.7 The Chief Constable confirmed that he had spoken publicly on the Radio about internet companies taking responsibility for crimes and crime prevention on their sites, and that the prime minister was raising this issue with technical companies.
- 7.2.8 Recent discussions in the media about a possible change to the precept limit was raised and the impact this could have on the future police budget. The PCC commented that a 2% increase would not bridge the budget gap, and that he may need to ask the local community to pay more.
- 7.2.9 The Commissioner was asked how he would approach the need to reduce uniformed police officer numbers further in light of the 1% pay rise, and the already high workloads felt by staff, as noted during a Panel Member's discussion with Officers. The Commissioner reported that by 2020 there would be more uniforms on the street. The Chief Constable commented that he felt duty bound to pay the increase, even though some officers had contacted him to say their preference would be to maintain numbers

and not implement the pay rise. He reported having similar conversations with Officers and had noted challenges in morale; a recent management briefing had been held with 200 Members of staff to reinforce the reasons for the Norfolk 2020 policing model and discuss investment in technology and plans for investment in policing moving forward. By doing so he hoped to retain his officers' confidence and morale, but acknowledged it would become increasingly challenging.

- 7.2.10 In addition to the Commissioner's commentary on action taken, the Panel **agreed** that the provision of performance measure data was essential for it to be able to hold him to account. The Panel **requested** the inclusion of information on impact and outcomes in future performance monitoring and commissioned services update reports, as well as future annual reports.
- 7.2.11 The Chairman requested clarification on work being done to tackle the increase in knife crime in Norfolk in the past year, which had doubled. The Chief Constable reported that the increase was against a very low initial level of knife crime in the County, which also involved murders where knives were involved, and was mostly related to drug and gang activity. He felt the success of Operation Gravity had also contributed to the increase in levels. The Chief Constable felt that operation gravity and education work in schools showed the work in Norfolk in this area was appropriate. He noted that knife amnesty bins were not successful as the people who used them were not generally the people who used knives for crime.
- 7.2.12 The incidence of acid attacks in Norfolk was queried. The Chief Constable reported that none had been seen in Norfolk however it was likely they may be seen in the future. Police had been given training in this area of crime, and police frameworks had been updated to include it. In line with this, the support of the "street doctors" campaign would be enhanced further. The Commissioner clarified that there was no evidence to show that substances were taken from schools; work was in place with schools and Officers were in all secondary schools up to 5 days a week.
- 7.2.13 Implementation of body-worn cameras, new mobile phones and iPad equipment would be completed by Christmas 2017.
- 7.2.14 The Commissioner responded to a query about the increase in rough sleepers in Norwich. He clarified there were now 34, up from 19, and a higher number in Kings Lynn. He was unsure what percentage were ex-offenders. The Commissioner gave information about services commissioned by the OPCCN to support ex-offenders and homeless people.
- 7.3.1 The Panel **NOTED** to the Commissioner's Annual Report 2016-17
- 7.3.2 The Panel **AGREED** to recommend to the PCC that:
- community engagement could be improved through ensuring that all Local (Parish and Town) Councils receive regular Constabulary briefings, with copies provided to the relevant District and County councillors. Also that it would be helpful to advise clerks and chairmen about the reasons for adopting the current content and style.
  - the inclusion of impact and outcome information in future performance monitoring and commissioned services update reports, as well as future annual reports, which was essential for the Panel to be able to hold him to account.



## 8. Complaints Sub-Panel

- 8.1 The Panel received and considered the report providing an update from the Complaints Policy Sub Panel Chairman Air Commodore Kevin Pellatt.
- 8.2.1 Air Commodore Kevin Pellatt asked the Commissioner about his decision to adopt the complaints governance model 1, the appellant body model. The Director of Performance and Scrutiny, OPCCN, confirmed that a formal decision to accept model 1 had been made by both Norfolk's and Suffolk's PCCs, and a formal decision notice was being drafted for publication by Norfolk's PCC. Adopting the appellant body function would allow the Commissioner time to review its effectiveness and adopt a different model in the future if needed.
- 8.2.2 The Vice-Chairman reported to the Panel that he and the Democratic Services and Scrutiny Support Manager had been asked to run a workshop on complaints handling at a future national conference. He felt this reflected the effective participation of OPCCN into the Home Office workshops, and the ongoing effective relationship between OPCCN and the Panel.
- 8.3 The Panel **NOTED** the update from the Complaints Policy Sub-Panel

## 9. Information bulletin – questions arising to the PCC (Police and Crime Commissioner)

- 9.1.1 The Panel received the report summarising the decisions taken by the PCC for Norfolk and the range of his activity since the last Panel Meeting.
- 9.1.2 The Commissioner was due to meet with the Policing and Fire Minister, the Chief Constable and PCC for Suffolk to discuss Police funding and the future collaboration of Norfolk and Suffolk Police; he had drafted a letter to the Minister on views for police funding and money saving ideas for the constabulary for example commercialising services.
- 9.2.1 Mr F Sharpe suggested auctioning off seized vehicles instead of crushing them; the Commissioner agreed to raise this with policing minister.
- 9.2.2 It was queried why the bi-monthly Norfolk and Suffolk collaboration meetings had not taken place since February 2017; the Commissioner alluded that it had been difficult to agree a date between the Norfolk and Suffolk offices.
- 9.2.3 It was clarified that some PCC decisions were not published on OPCCN's website, due to their confidential or contractually sensitive nature. The Director of Performance and Scrutiny, OPCCN, **agreed** to look into this (how information might be published that would indicate the subject of the decision without releasing exempt details).
- 9.2.4 The Chairman queried whether the use of drones would be extended to cover other types of rural crime besides hare-coursing. The Commissioner hoped to use drones for road safety enforcement and other types of crime including purchase of a heat seeking drone to enable their use at night. They had proved to be low a cost and high impact solution.
- 9.2.5 Mr F Sharpe shared that the prison service had sought money from the government when they purchased drones for a pilot project.

- 9.2.6 Following a request for clarification, the Director of Policy and Commissioning, OPCCN, confirmed that the drug and alcohol worker from the Matthew Project worked in the control room from 9-5 Monday to Friday. It was suggested it would be useful to have weekend cover. The Director of Policy and Commissioning replied that this worker's role involved upskilling other staff to respond to issues.
- 9.2.7 The Panel asked about progress being made with the outline business case for collaboration with the fire service. The Commissioner confirmed that an external consultant, Grant Thornton, had been commissioned to undertake an options analysis. The outline business case would be available by approximately mid-October and after this the Commissioner would choose whether to move to full business case. The Commissioner highlighted that he would be meeting with Grant Thornton and the Council to discuss the outcome of the options analysis and its findings. The Chairman suggested the Panel might wait until the PCC's decision on the options analysis was published to identify whether there was a need for a special meeting.
- 9.2.8 The Chief Executive of the OPCCN reported that Grant Thornton had an independent Panel of experts who sat alongside Consultants during the options analysis process. He also highlighted that should the PCC take the decision to move forward with a full business case, that consultants would provide a final document in November.
- 9.3 The Panel **questioned** the Commissioner and **NOTED** the report.

## 10. Work Programme

- 10.1 The Committee reviewed the forward work programme.
- 10.2.1 The Committee **AGREED** to arrange a reserve date for late October, to be held if the Chairman decided to call a Special Meeting to consider the Commissioner's decision on police and fire collaboration. This date would be to be circulated to Members.
- 10.2.2 A date for a training session in late January would also be circulated.
- 10.2.3 The Chairman updated Members that discussion had been held over meeting locations for the Panel; it had been decided it would be most appropriate for meetings to be held at County Hall unless a special meeting required a venue in a different location elsewhere in the County for a specific reason.
- 10.3 The Panel **AGREED** the work programme and the above additions to the work programme.

The meeting ended at: 12:01pm

**Mr William Richmond, Chairman,  
Norfolk Police and Crime Panel**



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**Office of the Police & Crime Commissioner  
Fire Governance**

Mark Stokes, Chief Executive, Office of the Police and Crime Commissioner for Norfolk

**Summary**

This report provides an update on the research and development of an Outline Business Case (OBC) for the future of Fire Governance in Norfolk, setting out key stages in the process and next steps.

**1.0 Background**

The Policing and Crime Act 2017 received royal assent on 31 January 2017 and the provisions set out in Sections 6 and 7 and Schedule 1: (Police and Crime Commissioners: Fire and Rescue functions) were enacted on 3 April 2017.

These provisions enable Police and Crime Commissioners to take on responsibility for the governance of local Fire and Rescue Services (FRS) where a local case is made and it appears to the Secretary of State to be in the interests of economy, efficiency and effectiveness or public safety for an order to be made giving effect to the proposal.

A number of PCC's have already completed their respective business cases and are currently in public consultation and/or awaiting Home Office approval.

- 1.1 The PCC is exploring the viability of a proposed business case and options for future Fire Governance, working in conjunction with Norfolk County Council.

The Office for the Police Crime Commissioner (OPCC) for Norfolk has therefore procured Grant Thornton (consultants) with expertise in Emergency Services transformation and collaboration to deliver the following:

- The development of a local outline business case for Norfolk for Police and Fire governance.
- The business case will involve a strategic options analysis of the full range of options as set out in the new Policing and Crime Bill.
- An outline business case will be developed, with **the option** to take this forward to full business case should a case be made.

**2.0 Approach to Outline Business Case**

- 2.1 Grant Thornton has approached the options appraisal as follows:

- An initial desk-based review of documents from across partner organisations including financial information.
- Quantitative analysis of service, organisational and partnership budgets and medium term financial strategies. Analysis of costs and implications of disaggregation of the FRS from the County Council.
- Meeting with senior leaders from Norfolk County Council, Norfolk Constabulary, Norfolk Fire and Rescue Service, the Police and Crime Commissioner, and senior officers from the Office of the PCC (OPCC).
- Structured workshops with officers and staff relating to: the implications of change for Norfolk County Council and current FRS, the implications for the OPCC and Norfolk Constabulary; and the potential operational benefits that could arise from the change.

2.2 Drawing on the discussions with key stakeholders and review of all documents, the appraisal will score each option against the Critical Success Factors as follows:

- Economy and Efficiency
- Effectiveness
- Public Safety
- Deliverability

2.3 The Consultants set out the importance for all senior officers to review the initial findings, to ensure that the information contained within is factual and validated. Any amendments can therefore be made prior to the final presentation of the OBC to the PCC with recommendations.

### 3.0 Timeline

3.1 The current timeline is as follows:

- The initial findings were provided to all senior officers on 15/11/2017.
- Consultants led 'validation' meeting of all senior officers on 22/11/17.
- The OBC is expected to be presented to the PCC by 30/11/17.
- The PCC to consult with Norfolk County Council from 1/12/17 to seek their views

The approach taken to the project is intended to provide the focus for further discussions between the key stakeholders to facilitate a decision on the preferred option. The consultants will be available to present their findings independently to key stakeholders should this be requested.



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**Police and Crime Commissioner (PCC) for Norfolk's 2018/19 budget consultation**

**Suggested approach from Jo Martin, Democratic Support and Scrutiny Team Manager**

The Panel is asked to consider an overview of the PCC's 2018/19 budget consultation, and agree what recommendations (if any) it wishes to make to the PCC.

**1. Background**

- 1.1 Every year the Police and Crime Commissioner for Norfolk (PCC) is required to set the police budget and determine the amount that local people will pay for policing through their council tax.
- 1.2 The PCC is due to launch his budget consultation on 27 November 2017, to seek the views of Norfolk residents on whether the policing element of their council tax should be increased in 2018/19. The consultation will end on 22 December 2017, and the PCC will present his final budget proposals for 2018/19 to this Panel when it meets on 6 February 2018.

**2. Purpose of today's meeting**

- 2.1 The PCC has been asked to outline his approach to public consultation, and provide an overview of the main financial issues he will be considering before making a final decision on his budget proposals.
- 2.2 The report at **Annex 1** describes the PCC's approach to public consultation. The consultation document, which will be released as part of the launch on 27 November 2017, will set out the financial challenges facing the Constabulary in the context of the current medium- to long-term financial strategy, and the council tax options being considered.

*Panel members will be provided with a link to the consultation document as soon as it is available.*

**3. Suggested approach**

- 3.1 After the PCC has presented his report, the Panel may wish to question the him on the following areas:
  - a) His approach to public consultation.

- b) Early feedback from the consultation launch, and any concerns/issues already raised.
- c) The Government financial settlement and whether policing will continue to be protected from further funding cuts.
- d) Progress with delivering savings arising from previous Government austerity programmes, collaboration and local efficiency reviews.
- e) How the PCC plans to address the projected budget gap (even if the policing element of council tax is increased by the current 2% maximum, a £10m gap will remain).
- f) Current pressures (increasing costs and increasing demands on the Constabulary).
- g) Emerging issues that may have a significant financial impact.
- h) The implementation of Norfolk 2020, the new policing model for Norfolk.
- i) How further potential efficiency savings will be balanced against the risks to service delivery.
- j) The opportunities and challenges this decision presents for delivering the Norfolk Police and Crime Plan 2016-20.
- k) Any implications for partnership working and the PCC's commissioning strategy.

3.2 The PCC will be supported by members of his staff together with the Temporary/Assistant Chief Constable.

#### **4. Action**

4.1 The Panel is asked to consider an overview of the PCC's 2018/19 budget consultation, and agree what recommendations (if any) it wishes to make to the PCC.



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**Office of the Police & Crime Commissioner  
Budget Consultation 2018/19**

**Summary**

1 The Police and Crime Commissioner (PCC) has a statutory duty to consult Norfolk people on his proposals over whether to raise the amount they pay for policing through their council tax, or precept.

2 This report outlines how the Office of the Police and Crime Commissioner (OPCCN) proposes consulting on the Commissioner's proposals and publishing the results.

**1.0 Background**

1.1 The Police and Crime Commissioner has a statutory duty to consult Norfolk people on his proposals over whether to raise the amount they pay of policing through their council tax, or precept.

1.2 Police Act 1996, Section 96:

Arrangements for obtaining the views of the community on policing

(1) Arrangements shall be made for each police area for obtaining—  
(a) the views of people in that area about matters concerning the policing of the area, and  
(b) their co-operation with the police in preventing crime in that area.

(2) Except as provided by subsections (3) to (6), arrangements for each police area shall be made by the police authority after consulting the chief constable as to the arrangements that would be appropriate.

(7) A body or person whose duty it is to make arrangements under this section shall review the arrangements so made from time to time.

(8) If it appears to the Secretary of State that arrangements for a police area are not adequate for the purposes set out in subsection (1), he may require the body or person whose duty it is to make arrangements for that area to submit a report to him concerning the arrangements.

(9) After considering a report submitted under subsection (8), the Secretary of State may require the body or person who submitted it to review the arrangements and submit a further report to him concerning them.

(10) A body or person whose duty it is to make arrangements shall be under the same duties to consult when reviewing arrangements as when making them.

Amended by Police Reform and Social Responsibility Act 2011, Section 14:

(1B) Those arrangements must include, in the case of a police area listed in Schedule 1, arrangements for obtaining, before the first precept for a financial year is issued by the police and crime commissioner under section 40 of the Local Government Finance Act 1992, the views of—

- (a) the people in that police area, and
  - (b) the relevant ratepayers' representatives,
- on the proposals of the police and crime commissioner for expenditure (including capital expenditure) in that financial year.

(2) Arrangements under this section are to be made by the local policing body for the police area, after consulting the chief officer of police for that area.

### 1.3 Consultation guidance

The Consultation Code of Practice 2008 was abolished in 2012 and, with it, the minimum consultation timescale of 12 weeks. The Code was replaced by a list of consultation principles adopted in 2016 by Government departments.

Those principles make reference to consultations lasting for a 'proportionate amount of time...taking into account the nature and impact of the proposal', tailoring consultation 'to the needs and preferences of particular groups that may not respond to traditional consultation methods, and when consultation spans all or part of a holiday period, considering 'how this may affect consultation and take appropriate mitigating action.'

## **2.0 Approach to consultation**

2.1 There is a duty on the PCC to consult with members of the public and ratepayers and community representatives.

2.2 Consultation can be undertaken in whatever format the PCC considers appropriate.

2.3 The public consultation for 2018/19 is scheduled to run from 27 November to 22 December 2017 (this is subject to change). Any extension is at the PCC's discretion.

2.4 The Commissioner will report the results of the public consultation back to the Police and Crime Panel at its precept meeting on February 6.

2.5 The Office of the Police and Crime Commissioner's consultation will include:



- Norfolk public
- The PCC's Victims' Panel
- Norfolk Community Safety Partnership members
- Police officers and staff
- Norfolk's business community
- Partners
- Local councils

## 2.6 The OPCCN consultation will include the following channels:

- PCC and Norfolk Constabulary websites
- Norfolk Constabulary Intranet
- Police Connect (messaging service via text)
- PCC's weekly Round up
- Police weekly crime summary
- OPCCN e-mail signatures
- OPCCN partner and coordinator contacts
- Hyper local list (list of local, 'parish' publications)
- Volunteers (Independent Advisory Group and Independent Custody Visitor network)
- Social media (Twitter, facebook etc)
- Media (Press Release, interviews)
- Norfolk Association of Local Councils
- Elected representatives
- Community newsletters
- Norfolk Chamber of Commerce/Federation of Small Businesses
- Your Voice (county consultation mechanism via email to subscriber list)

## Our principles for consulting on-line:

- Consultation will be digitally inclusive, not digital exclusion.
  - If you restrict to one response from one url you are excluding members of same family or a couple from using the same computer.
  - Asking for an e-mail address may also exclude some potential responders– some people are unwilling to leave one, especially if the consultation is relating to the police.
  - Also not good for people without direct access. We urge people to use a library computer for example which would not work if restricted to one response, one url.
  - There is also nothing to stop people filling in more than one hard copy form, or having more than one e-mail address.
  - Data analysis will be carried out on every response to spot any repeats/unusual patterns.
- Overall the OPCCN believes access issues out-weigh any potential risk of fraud.

### **3.0 Results of the public consultation**

3.1 The full results of the public consultation and comments received will be published on the OPCCN website.

3.2 A full, printed copy of all responses will be placed in the Members' Room at County Hall for reference.

### **4.0 Conclusions & Recommendations**

4.1 The Police and Crime Panel is asked to note the arrangements for the Police and Crime Commissioner's budget/precept consultation 2018/19.

ENDS>

## **Police and Crime Plan for Norfolk 2016-2020 – performance monitoring**

### **Suggested approach from Jo Martin, Democratic Support and Scrutiny Team Manager**

The Panel is recommended to:

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.
- 2) Decide what comments or recommendations (if any) it wishes to make to the PCC.

#### **1. Background**

- 1.1 The Police Reform and Social Responsibility Act 2011 (“the Act”) requires the Police and Crime Commissioner (“the PCC”) to issue a Police and Crime Plan (“the Plan”) within the financial year in which the election is held.
- 1.2 The Plan should determine, direct and communicate the PCC’s priorities during their period in office and must set out for the period of issue:
  - a) The PCC’s police and crime objectives for the area, including the strategic direction over the period for which the PCC has been elected and including:
    - Crime and disorder reduction in Norfolk
    - Policing within Norfolk
    - How Norfolk Constabulary will discharge its national functions.
  - b) The policing that the Chief Constable will provide;
  - c) The financial and other resources which the PCC will give the Chief Constable in order that they may do this;
  - d) How the PCC will measure police performance and the means by which the Chief Constable will report to the PCC.
  - e) Information regarding any crime and disorder reduction grants that the PCC may make, and the conditions (if any) of those grants
- 1.3 Prior to publication of the Plan, the PCC must: consult with the Chief Constable in preparing the Plan; obtain the views of the community and victims of crime on the draft Plan; send the draft Plan to the Police and Crime Panel (“the Panel”); have regard and provide a response to any report or recommendations made by the Panel.
- 1.4 The PCC may vary an existing plan or issue a new one at any time, and the frequency with which this is done should be determined on the basis of local need. Any variations should be reviewed by the Panel.

## **2. Purpose of today's meeting**

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider progress being made towards delivering the 2016-20 Plan.
- 2.2 At the Panel's 26 September 2017 meeting, members received an update on activity undertaken to deliver the Plan as part of the PCC's Annual Report.
- 2.3 The attached report from the Office of the Police and Crime Commissioner (OPCCN) at **Annex 1** outlines further progress that has been made against the specific actions set within two of the Plan's priorities since its publication in March 2017:
  - a) Support victims and reduce vulnerability
  - b) Deliver a modern and innovative service
- 2.4 The PCC will attend the meeting and answer the Panel's questions. He will be supported by members of his staff together with the Temporary/Assistant Chief Constable.
- 2.5 After the PCC has presented his report, the Panel may wish to question him on the following areas:

### Priority 5: Support victims and reduce vulnerability

- a) How the PCC has gathered the views of victims and witnesses.
- b) The main messages about their experiences of the criminal justice system.
- c) Issues identified by the PCC which he wishes address.
- d) How the PCC has engaged with public and voluntary sector organisations to understand how the local criminal justice system might better support victims and witnesses.
- e) How the PCC is leading multi-agency working to ensure that public and voluntary sector organisations are meeting the needs of victims and witnesses.
- f) How the PCC is seeking to ensure that victims and witnesses have timely access to the appropriate information and support services when required.
- g) How the PCC is leading a partnership approach to identify and reduce vulnerability.
- h) How the PCC satisfies himself that the Constabulary is adequately safeguarding vulnerable victims (and if failings are found, how the PCC ensures the Constabulary has put improvements in place).

- i) The impact of current work by the Joint Norfolk and Suffolk Cybercrime Unit, Serious and Organised Crime Directorate.
- j) The measures the PCC will use to determine whether his activity is making a difference, and how the performance data will be collected.

Priority 6: Deliver a modern and innovative service

- k) How the PCC is supporting the police, to ensure that they have the tools they need to fight and reduce crime.
- l) The PCC's response to Norfolk 2020, the new policing model for Norfolk, and the feedback has he received from local communities.
- m) The PCC's response to Norfolk Constabulary's Cromer Review, and how he continues to hold the Chief Constable to account for implementation of the findings.
- n) How the PCC is leading and supporting improvements to information-sharing across partner agencies.
- o) Benefits the PCC expects to see as a result of his investment in the partnership data sharing project.
- p) The measures the PCC will use to determine whether activity is making a difference, and how the performance data will be collected.

- 2.6 Detailed performance and outcomes data for 2017/18 for the three main services commissioned by OPCCN – which includes services that support victims and reduce vulnerability – is covered at item 9 on this agenda.

### **3. Action**

- 3.1 The Panel is recommended to:

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.
- 2) Decide what comments or recommendations (if any) it wishes to make to the PCC.



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**Office of the Police and Crime Commissioner**

**Norfolk Police and Crime Plan 2016-2020**

**Performance Monitoring Report**

Summary:

This report provides the Panel with an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2020.

**1. Background**

- 1.1 The police and crime plan has been produced following a wide ranging public consultation during 2016. The plan covers a four year period until May 2020 but will be kept under view.
- 1.2 This is the second performance paper to be submitted to the Police and Crime Panel on this plan.

**2. Norfolk Police and Crime Plan priorities**

- 2.1 The plan sets out the Police and Crime Commissioner's seven strategic priorities as:

- Increase visible policing
  - Increase the number of volunteers in policing
  - Increase opportunities for the public to engage with the police and the PCC
  - Bring the community, including importantly young people, and the police together to develop more positive relationships
  - Give people an opportunity to influence policing priorities where they live
  - Increase public confidence and reduce fear of being a victim of crime
- Support rural communities
  - Prioritise rural crime with a greater commitment to new ideas and joined-up approaches
  - Increase confidence of rural communities
  - Increase levels of crime reporting in rural communities
- Improve road safety
  - Tackle dangerous driving through education and enforcement
  - Reduce speeding in rural villages and communities
  - Reduce killed and serious injury collision's caused by the Fatal 4 (speeding, using a mobile phone while driving, not wearing a seatbelt, driving while under the influence of drink or drugs)
- Prevent offending
  - Tackle all forms of violence and abuse

- Reduce the number of domestic abuse incidents
  - Continue to work in partnership to tackle anti-social behaviour
  - Reduce overall levels of reoffending by addressing the underlying causes through continued collaboration and innovative responses
  - Reduce the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people by prioritising support for vulnerable young people
- Support victims and reduce vulnerability
    - Work to improve the overall experiences and outcomes for victims and witnesses
    - Work in partnership to make those at risk less vulnerable to victimisation
    - Work in partnership to deliver the most appropriate response to those in mental health crisis
    - Work in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk
    - Support and encourage victims and witnesses to come forward to disclose traditionally under-reported crimes including modern slavery, human trafficking, stalking and hate crime
  - Deliver a modern and innovative service
    - Support the police by giving them the tools they need to fight and reduce crime
    - Improve information technology network connectivity and invest in new technologies
    - Improve information sharing across partner agencies
  - Good stewardship of taxpayers' money
    - Deliver an efficient policing service, achieving value for money for all Norfolk residents
    - Join up emergency services and identify opportunities for further collaboration
    - Develop robust accountability frameworks and governance arrangements
- 2.2 Each strategic priority has a number of strategic objectives set against it along with a list of actions for both the Office of the Police and Crime Commissioner (OPCCN) and the Norfolk Constabulary.
- 2.3 The OPCCN has developed a business delivery plan to manage and deliver their strategic actions within the police and crime plan.
- 2.4 Norfolk Constabulary has developed an operational policing plan in order to manage and deliver their strategic actions set within the police and crime plan.
- 3. Monitoring progress against plan priorities**
- 3.1 Following the publication of this plan and the operational and business delivery plans, progress reports are prepared for internal and external accountability meetings.
- 3.2 Norfolk Constabulary provides the PCC with updates on the progress they are making with the police and crime plan through the Police Accountability Forums and public papers are available on the OPCCN website.

- 3.3 Due to the number of police and crime plan priorities, reports are provided on two themes at a time on a rolling basis so that a full year's coverage of all the priorities can be achieved.
- 3.4 This report outlines the progress that has been made against the specific actions set within two of the police and crime plan priorities since its publication in March 2017:
- a) Support victims and reduce vulnerability
  - b) Deliver a modern and innovative service
- 3.5 The plan also contains a set of performance measures and, this information will be reported on an annual basis to the Police and Crime panel through the publication of the PCCs annual report.
- 3.6 Further performance papers will be scheduled throughout the duration of the Police and Crime Plan.



4. Progress to date

KEY: (OPCCN) Action for Office of the Police and Crime Commissioner (NC) Action for Norfolk Constabulary		
PRIORITY 5: SUPPORT VICTIMS AND REDUCE VULNERABILITY		
Strategic Objective	Action	Progress for Quarter 2 (Jul – Sep 2017) *performance measures will be provided annually
<i>SO17: Work to improve the overall experiences and outcomes for victims and witnesses</i>	Develop and publish a new victim strategy 2017-20 (OPCCN)	The research for the strategy is ongoing, with drafting to commence in November. Work on the development of a Victims Code compliance assessment methodology is being undertaken by the Criminal Justice Board Victim and Witness Sub Group and will inform the strategy. Commissioning intentions are already set through the police and crime plan.
	Review of victims services, and design and introduction of new victim and witness care hub (OPCCN)	The new target operating model for the Victim Assessment, Referral and Support Service has been developed and a comprehensive project delivery plan has been produced. Implementation commence at the end of October.
	Review of domestic abuse provision, design and commissioning of county domestic abuse services integrated into existing safeguarding processes (OPCCN)	A comprehensive needs assessment has been undertaken and pathway analyses are being conducted. Provision has already been extended in the West of the County and analysis is now being conducted to establish where gaps exist in other parts of the county.
	Re-commissioning victim-led restorative justice services (OPCCN)	Complete
	Re-commissioning child sexual exploitation services for looked after children (OPCCN)	The OPCCN is working with Norfolk Constabulary and Norfolk County Council Children's Services to devise a joint service proposal and funding agreement. A draft has been produced and is now being revised.
	Monitor OPCCN and Norfolk Constabulary compliance with the EU Directive on Victims and the Code of Practice for Victims (OPCCN)	Work on the development of a Victims Code compliance assessment methodology is being undertaken by the Criminal Justice Board Victim and Witness Sub Group and will inform the strategy. Commissioning intentions are already set through the police and crime plan. This action will be met as part of the wider work stream of the Criminal Justice Board Victim and Witness Sub Group.
	Develop and implement a victim strategy with a	The Constabulary has developed a draft Victim's Strategy which is

	tactical delivery plan (NC)	underpinned by a tactical delivery plan coordinated by Superintendent Roger Wiltshire. Whilst the draft strategy is awaiting approval from the Police and Crime Commissioner and Chief Constable, the Constabulary is progressing the delivery plan to ensure better support for victims of crime.
	Support the implementation of a victim's hub in partnership with the OPCCN (NC)	<p>In considering the duties of the Constabulary and OPCCN under the Victim's Code of Practice (VCOP) the Constabulary is working with the OPCCs in Norfolk and Suffolk to examine the best approach to serve the needs of victims. In that context, the opinion of a Victim's Hub, which would incorporate a wider range of support to victims during their journey from initial report, through the investigation process, and court proceedings is being explored. Initially, the project will scope the wide range of services currently provided by statutory and voluntary agencies to victims and then consider the most effective and efficient way of delivering these in the future, ensuring that the responsibilities under VCOP are properly addressed.</p> <p>The project will also take into account other related work streams, for example the work on victims and witnesses under the 7 Counties programme and the national review of Victim and Witness Care being conducted by the police and CPS.</p>
	Continue to develop restorative approaches concentrating on those crimes and incidents involving the most vulnerable (NC)	<p>The Constabulary is committed to restorative approaches, and in conjunction with other partners within Norfolk through the County Restorative Approaches Board continues to promote restorative practices.</p> <p>For the police this includes the use of restorative justice techniques when dealing with suitable cases under the Community Resolution scheme (as an out of court disposal option). The Community Remedy scheme, established by the PCC, forms part of this with victim focused restorative interventions such as face to face meeting between the victim and the offender, or a letter of apology as potential successful restorative outcomes.</p> <p>Safer Schools officers have been trained in the use of restorative techniques and use restorative approaches in schools, in conjunction with school staff, to deal with a range of issues, typically behavioural</p>

		problems. For Looked After Children (LAC) the county has invested in restorative technique training for children's home managers (in county owned homes) and this is now being extended to staff in privately run children's homes to establish an ethos of restorative approaches to deal with relevant issues involving looked after children without needing to revert to a formal criminal court appearance.
	Review in partnership the 'one front door' approach particularly in relation to the MASH (Multi Agency Safeguarding Hub) and early help hubs (NC)	Multiple contacts with victims of crime are a key concern for the organisation. Norfolk Constabulary are working with the OPCCN to look at ways to reduce the number of times a victim is contacted to alleviate the stress on a victim having to recount their experience several times. This ethos is demonstrated within the Multi Agency Safeguarding Hubs, where information is shared and every agency is concerned in victim care, reducing demand on a number of organisations whilst improving the victim's journey.
	Work to identify those who are vulnerable to ensure intervention is put in place at the earliest opportunity (NC)	The Constabulary has trained officers and staff to identify those who are vulnerable at the earliest opportunity, in order to complete the necessary referrals to the most appropriate agency. The Constabulary utilises intermediaries for those who are in need of support where necessary and the local Sexual Violence Advisory (ISVA's) and child advocates to support these victims through the court process.
<i>SO18: Work in Partnership to make those at risk less vulnerable to victimisation</i>	Develop and commission a programme of support for young people to make them less vulnerable to offending and victimisation (OPCCN)	The OPCCN has established and is delivering a Youth Commission for Norfolk to give young people across the county a voice on policing and crime issues. The Commission is currently consulting widely on the issues that concern young people and will be reporting its findings back to the PCC and partners early in the New Year.
	Enhance support for cyber and fraud victims (OPCCN)	The OPCCN has enhanced the Victim Assessment, Referral and Support Service to provide practical support to cyber and fraud victims. The OPCCN is also working with Norfolk Constabulary, Trading Standards and the Safeguarding Adults Board to extend the learning of Operation Bodyguard, which proactively targeted those vulnerable to victimisation, to prevent fraud, across the county.
	Continue to support the delivery of Safer School packages to support young people suffering victimisation (NC)	The Constabulary continues to support the Safer Schools Partnership Team, which currently services 51 High Schools, reaching 47,000 young people. Each High School has dedicated Safer School Officers that are trained to work with young people and deal with current risks and vulnerabilities. The Constabulary currently delivers the following key message presentations; Year 7 Child Exploitation and Online Protection

		<p>- Internet Safety (CEOPS), Year 8 Healthy Relationships and Sexting, Year 9 Child Sexual Exploitation (CSE) and Year 10 Murdered by my Boyfriend</p> <p>- a hard hitting Domestic Abuse input.</p>
	Develop awareness campaigns to enhance the knowledge and support for those vulnerable to cybercrime and fraud (NC)	Norfolk Constabulary's Cybercrime Unit continues to support victims to reduce vulnerability with regards to Cybercrime. The Unit is working with a number of key stakeholders to educate members of the public and raise awareness of cybercrime and fraud.
	Continue to work with the County Council on joint information-sharing and analysis to identify the most vulnerable – especially in the area of domestic abuse (NC)	Norfolk Constabulary continues to work with Norfolk County Council to identify the most vulnerable. Through data sharing and analysis of domestic abuse data, specialist services are provided to high risk victims through the Independent Domestic Violence service, currently provided by Leeway. The Constabulary also works with Victim Support who are contracted to provide a support service for standard and medium risk victims of domestic related crime. The Constabulary is looking to work with the Daisy Programme regarding referring standard risk victims for support, and is currently working with Safelives; being one of two Beacon Sites nationally. This piece of work will see several strands of victim service brought together to ensure a more joined up / holistic picture of a family is taken and responses are put in place collectively between agencies.
	Work to pro-actively identify those young people that have gone missing and are likely to become repeat missing people (NC)	The Constabulary works proactively to identify frequently missing young people through the work of a small team based in the Norfolk Multi Agency Safeguarding Hub (MASH). A daily missing person report is produced that highlights currently missing people and those who have been missing but located in the last 24 hours. This list is shared with Children's Services and is colour coded to attribute particular concerns – e.g. blue for Child Sexual Exploitation. Three missing episodes in 42 days is used as a trigger point for a strategy meeting between police and children's services and that includes children who are placed in care in Norfolk by other counties. The meeting is used to identify patterns of behaviour and to seek to lessen the risk to the young person. A weekly meeting is held between police, children's services, the Youth Offending Team (YOT), a Multi-Agency Safeguarding Hub (MASH) education representative, the ROSE project and Bernardo's who complete independent Return Home Interviews (RHIs) with the young people after missing episode. This meeting discusses those frequent missing cases as well as new emerging cases, which haven't yet hit the 3 in 42

		trigger but police identify as presenting a concern. The aim is to ensure an appropriate response is in place.
	Work to identify those young people repeatedly witnessing domestic abuse to reduce vulnerability (NC)	Every domestic is subject to a crime or non-crime Athena record, all of which are now subject to a secondary Domestic Abuse Stalking Harassment (DASH) risk assessment within the Domestic Abuse Safeguarding Team (DAST) of the MASH. These reports are accompanied by a Child Protection Investigation and these are carefully monitored to look for cyclical issues and developing patterns. Every domestic which has involved, or had children present, is discussed with Children's Services within the MASH. Op Encompass now sees the school at which the child attends notified via their Safeguarding Lead of the domestic occurring such that they can provide additional support to the child.
	Work to identify those young people subject to cumulative risk from data from CPI (Child Protection Investigation) submissions (NC)	Every Child Protection Investigation is assessed within the Multi Agency Safeguarding Hub (MASH) team and developing patterns are sought. These are subsequently endorsed by the Mash prior to being brought to the attention of Children's Services. Work is currently underway to refresh the multi-agency triage tool with agreement from Children's Services, Police and Health ongoing.
	Continue to support referrals through the Channel Panel process in support of the Prevent agenda (NC)	The Constabulary, through utilisation of the Multi Agency Safeguarding Hub (MASH) and a dedicated Prevent post, ensure effective support of referrals from inception through the Chanel Panel process through partners.
	Continue to develop the Force's response to online crime – both enforcement and education (NC)	Norfolk Constabulary is developing a response to online crime, in terms of education, engaging with young people, specialist organisations and then business community.
<i>SO19: Work in partnership to deliver the most appropriate response to those in mental health crisis</i>	Commission additional nursing capabilities for the police integrated mental health team (OPCCN)	The OPCCN is providing funding for one additional nurse in the team.
	Implement the revised Occupational Health Safety and Wellbeing Strategy (NC)	In May 2017 the Workplace Health, Safety and Wellbeing department launched their strategy for the next twelve months and a tactical delivery plan has been introduced. The PCC will monitor delivery through the OPCCN governance framework.
	Support the expansion of services within the Contact and Control Room (CCR) mental health team (NC)	The Constabulary, supported by the OPCCN, has recruited a fifth nurse into the integrated Mental Health Team in the Contract and Control Room, and is reviewing core staffing to support better provision of Mental Health Services.

	Continue to support the development and delivery of the Mental Health Crisis Care Concordat action plan (NC)	The Constabulary and OPCCN are partners of the Mental Health Crisis Care Concordat and are supporting the completion of the action plan. A Superintendent has been appointed to oversee the strategic development of this area.
	Continue to monitor and reduce the number of people held within custody under section 136 of the Mental Health Act (NC)	Between 01.01.17 and 31.08.17, 229 people were detained under the S136 Mental Health Act in Norfolk. Only three of these were taken to a Police Investigation Centre (PIC) as a Place of Safety. The number of people detained in a PIC under S136 in 2017 is on target to be lower than in 2016 when there were 11 detained in a PIC. Norfolk has put in a successful bid to the Places of Safety Capital Fund on offer from the Department of Health, NHS England and the Home Office for funding to improve the existing S136 suite at Hellesdon Hospital to make it suitable to accommodate patients who display violent/aggressive behaviour.
	Work with partners to develop a partnership response to suicide intervention (NC)	The Constabulary is a member of the Norfolk Suicide Prevention Strategy implementation Group. They are also involved with partners in planning the Suicide Prevention Conference in September 2017. The Constabulary is also a member of a Task and Finish Group looking at how agencies can better support people who have been bereaved through suicide. The CCR Mental Health nurses are an integral part of the Constabulary's suicide intervention response.
<i>SO20: Work in partnership to reduce the impact of drugs and alcohol on communities , families and people at risk</i>	Create a framework for joint working with Public Health (OPCCN)	OPCCN is working closely with Public Health on Domestic Abuse, the Wonder Programme, Substance Misuse and Road Safety.
	Through the early help hubs, support vulnerable families in reducing the effects of alcohol and drugs (NC)	Norfolk Constabulary is developing Early Help Hubs in all districts to ensure that when a need for a member of the community is identifies (including substance abuse) with their consent, a referral is registered with the Early Help Hub for support. The district hubs will be reliant on the local makeup of the area, for example, in South Norfolk, there are 27 partners involved in the Hub. The Constabulary is currently developing monitoring performance metrics, with a view to being in place in the next 12 months.
	Continue the work surrounding county lines to reduce the supply and availability of controlled drugs within the county (NC)	The Constabulary is continuing to work on County Lines to reduce the supply and availability of controlled drugs within the county. This data is supplied in full in an Operation Gravity paper.
	Target organised crime groups who attempt to supply drugs within the country and use the most vulnerable young people to distribute drugs into communities (NC)	The Constabulary is continuing to target organised crime groups who attempt to supply drugs within the county and use the most vulnerable young people to distribute drugs into communities. This data is supplied in full in an Operation Gravity paper.

<p><i>SO21: Support and encourage victims to come forward to disclose traditionally under-reported including modern slavery and hate crime</i></p>	<p>Support and participate in partnership communication campaigns (OPCCN)</p>	<p>The PCC has and OPCCN have actively supported a number of key partnership communication campaigns which encourage victims to come forward to disclose traditionally under reported crimes. These include for the launch of Stop Hate in Norfolk and Anti-Slavery Day. The PCC has also mentioned traditionally under reported crimes in media interviews and partnership campaigns are also widely supported via the OPCCN digital media platforms and newsletters.</p>
	<p>Develop and introduce a vulnerability training package for all frontline officers (NC)</p>	<p>This Safeguarding Command has already written and tested a vulnerability training package which is now ready for formal launch. Funding has been achieved via the Service and Finance Planning Process and work is currently underway to identify and recruit a trainer to deliver this training package. This training will complement the work previously undertaken to provide all officers with a vulnerability Guide, and the Podcasts covering many aspects of vulnerability. The Safeguarding Command also provides an input to new recruits during their initial training.</p>
	<p>Work in partnership with other agencies to raise awareness of hidden crimes, particularly stalking and harassment and modern day slavery (NC)</p>	<p>The Force also has strong links with Freedom charity to support victims of Honour Based Abuse, Forced Marriage and Female Genital Mutilation and work with partners within the community (NAGO and GYROS) to encourage reporting in these areas. In relation to child sexual exploitation, human trafficking, modern day slavery and sex work, the Force works in partnership with agencies to provide specific services to those who are victims and also their families. Ormiston are working with the Child Sexual Exploitation (CSE) team to provide a family support worker to support parents and carers who have young people who are at risk of CSE; The Magdalene Group provide support and therapeutic interventions for those who go missing, are at risk of CSE and those who are engaged in adult sex work; The Matrix provide support for those engaged in adult sex work and work closely with the Salvation Army to support victims of trafficking.</p>
	<p>Ensure officers and staff have a clear understanding of the Victim's Code and Special Measures (NC)</p>	<p>Whilst Norfolk Constabulary is good at identifying vulnerability in serious cases, the Victim Code has a much broader definition. A training package will be delivered to all officers ensuring they have a clear understanding of the Victim's Code.</p>
	<p>Support the expansion of the Rape and Serious Sexual Offense (RASSO) pilot in support of victims of serious sexual offenses (NC)</p>	<p>Norfolk Constabulary remains committed to ensuring that Rape and Serious Sexual Offenses (RASSO) investigations are supported with appropriately trained Detective resources, and continues to explore the</p>

		opportunities of co-located Police and CPS RASSO resources, in order to deliver a high quality and timely service to victims of these priority offenses.
	Work with communities to raise awareness and subsequent reporting of crimes, such as so-called honour-based abuse, female genital mutilation, trafficking and modern day slavery (NC)	The Safeguarding command works closely with key partners both statutory and non-statutory, including the third sector, to deliver training and awareness sessions to community groups, such as the Bangladeshi Women's Organisation, and NAGO. We also work closely with One Voice, CLARS, GYROS, NEESA and WORD to raise awareness within wider demographics. The literature available to the public in relation to Honour Based Abuse, Female Genital Mutilation and Forced Marriage on the Force Website is published in many different languages. In relation to Human Trafficking and Modern Day Slavery, the Multi Agency Safeguarding Team (MAST) are currently recruiting two additional Police Officer posts to undertake this work, and they are due to start in the next few weeks.
<b>PRIORITY 6: DELIVER A MODERN AND INNOVATIVE SERVICE</b>		
<b>Strategic Objective</b>	<b>Action</b>	<b>Progress for Quarter 2 (Jul – Sep 2017)</b> <b>*performance measures will be provided annually</b>
SO22: Support the police by giving them the tools they need to fight and reduce crime	Fund and introduce body worn video in the first quarter of 2017/18 (OPCCN)	£1m allocated for Phase 1 of the Body Worn Video (BWV) project which was completed between May and July 2017 with 249 cameras being deployed to all authorised firearms officers, roads policing and dog handlers. Feedback from officers has been overwhelmingly positive and an average of 450 clips being captured per week. Phase 2 commenced in September 2017 and will be completed by December 2017 with 1400 cameras being deployed to constables and sergeants across the County Policing Command and new intakes/student officers. Budget provision of £1.8m has been put in place for the roll out of Phases 2 and 3, Phase 3 is scheduled to complete by 31 March 2018.
	Through the work of the Norfolk 2020 team continue to develop the best use of Automated Number Plate Recognition (NC)	The increase in Norfolk Constabulary's Automatic Number Plate Recognition (ANPR) capability and rollout of investment will increase visible policing, support rural communities, improve road safety, prevent offending, and deliver a modern and innovative manner of disrupting criminality in Norfolk. Operation Gravity is a partnership response to tackling county lines drug violence and activity; it is a significant issue for the County in which vulnerable people are preyed



		<p>upon by violent criminals. Whilst our partners work hard alongside our Safer Neighbourhood Teams to provide support and education to vulnerable drug users, we work hard to apprehend these violent criminals through the use of intelligence led initiatives utilising Automatic Number Plate Recognition (ANPR). We have seen several examples in recent weeks where the use of ANPR technology has apprehended violent criminals coming into Norfolk to commit serious offenses including attempted murder and Class A drug dealing. Victims have been as young as 16 years of age and many are reluctant to disclose information due to the fear of reprisals. Through recent ANPR activations the Constabulary has removed weapons and drugs from the streets, arrested and detained significant gang related criminals who were wanted by other forces and at large. We are also seeing an increase in detainee's being a subject to deportation. Through the use of ANPR we can reduce risk of serious injury and harm; it is a significant tool to ensure Operation Gravity succeeds. Without an increase in ANPR technology we face a much harder task where significant risk to vulnerable members of our community will remain.</p>
	Through the evidence-based policing and OPCCN early intervention funds, supports bids exploit technical solutions to reduce crime and support victims (NC)	<p>The Constabulary is committed to supporting the Evidence Based Policing and OPCCN Early Intervention Fund bids for technical solutions to assist in reducing crimes and supporting victims. A number of bids being progressed, to enable efficiencies and better working practices, such as investing in software to assist Public Protection Officers to scan offender's devices and software within the Contact and Control Room to assist call handlers complete and advanced harm assessment of risk and threat.</p>
	Introduce drone technology in 2017/18 (NC)	<p>The Constabulary introduced two drones in July 2017. The Constabulary currently has four qualified pilots who have all completed the relevant Civil Aviation Authority permissions. The drones have been used in a number of spontaneous and pre-planned operations so far, such as assisting with the search of missing people, firearms incidents, and scoping areas to conduct search warrants along with taking footage of serious incidents.</p>
<i>SO23: Improve information technology network connectivity and invest in new technologies</i>	Develop and implement mobile technology solutions such as tablets (NC)	<p>After a successful operational trial, senior officers approved a project to commence deployment of Samsung tablets and Nokia phones to the frontline uniform officers. Roll out commenced in September 2017 and around 80 devices have been issued in Norfolk and Suffolk.</p>

<i>SO24: Improve information-sharing across partner agencies</i>	Champion the improvement of data sharing across agencies (OPCCN)	The OPCCN is jointly funding and participating the partnership data sharing project being governed by the Norfolk Public Protection Forum.
	Work with the County Public Protection Forum in processing information sharing across the partnership (NC)	The Norfolk Public Protection Forum is committed to improving information sharing between Norfolk Constabulary and Children's Service's. A Centre of Excellence Event is in the process of being organised, to establish what barriers exist for both organisations in order to address these as appropriate.

**5. Background**

5.1 There are no implications for the Police and Crime Panel

**6. Financial Implications**

6.1 There are no financial implications.

**7. Recommendations**

7.1 The Panel is recommended to consider the information contained within this report.

## **Office of the Police and Crime Commissioner for Norfolk – Commissioned Services**

### **Suggested approach from Jo Martin, Democratic Support and Scrutiny Team Manager**

The Panel is recommended to:

- 1) Consider the update from the Office of the Police and Crime Commissioner for Norfolk (OPCCN) about its Commissioned Services;
- 2) Agree what recommendations (if any) it wishes to make to the Commissioner.

#### **1. Background**

- 1.1 The PCC is able to award grants to voluntary and community sector organisations, including charities and community groups, to deliver services and projects to:

- reduce crime and disorder
- support victims of crime to cope and recover

The net 2017/18 commissioning budget is £1.5 million.

- 1.2 It is, in part, through the commissioning of services and awarding of grants that the PCC will be able to deliver the objectives set out in his Police and Crime Plan for Norfolk 2016-20 (the 'Plan'). His Plan, published in March 2017, sets out his main commissioning intentions for the next four years.

#### **2. Purpose of today's meeting**

- 2.1 At the Panel's September 2017 meeting, the Panel received an update on the interventions funded during 16/17 as part of the PCC's Annual Report.
- 2.2 The purpose of the item on today's agenda is to allow the Panel to consider more detailed performance and outcomes data for 2017/18, for the three main services commissioned by the Office of the Police and Crime Commissioner for Norfolk (OPCCN):
- Victim Assessment Referral and Support Service.
  - Independent Domestic Abuse Advocacy Service.
  - Sexual Violence Victims' Services – Sue Lambert Trust

(Performance and outcomes data for other services and projects commissioned to reduce crime and disorder will be reported to a future meeting of the Panel.)

2.3 The attached report at **Annex 1**:

- sets out the Ministry of Justice victims' commissioning framework that OPCCN works within,
- explains the governance structure for commissioned services and how OPCCN monitors their performance,
- provides outcome data,
- describes current activity and projects being developed.

2.4 The Commissioner will attend the meeting to answer the Panel's questions and will be supported by members of his staff. After he has presented his report, the Panel may wish to question him on the following areas:

- a) The range of victims' services commissioned during 2017/18.
- b) Whether the number of referrals and supported cases continues to show an increasing need for victims' services.
- c) How the outcomes data compares to the same period in 2016/17.
- d) The capacity of commissioned services to provide specialist support for a rising numbers of clients and the impact of lengthy waiting times.
- e) How service users are encouraged to provide feedback, and whether satisfaction levels compares favourably to previous years.
- f) How victims' commissioning in Norfolk compares to other parts of the country.
- g) How the PCC is directing his investment towards preventative strategies and interventions.
- h) The services that are continuing to receive funding during 2017/18 and why.
- i) Whether gaps in service provision have arisen as a result of the PCC ceasing to fund 2016/17 projects.
- j) Projects currently under development.

### 3. **Action**

3.1 The Panel is recommended to:

- 1) Consider the update from the Office of the Police and Crime Commissioner for Norfolk (OPCCN) about its Commissioned Services, and;

- 2) Agree what recommendations (if any) it wishes to make to the Commissioner.



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## OPCCN Commissioning – Victim’s Commissioning 2017/18

Dr Gavin Thompson – Director of Policy and Commissioning

The Panel note the detailed service and outcome data for the three main services commissioned by the OPCCN to support victims of crime to cope and recover from their experiences.

<b>1.</b>	<b>Background</b>
1.1	The OPCCN provides a range of specialist and non-specialist victims’ services across Norfolk, using funding from the Ministry of Justice (MOJ) and additional funding from the OPCC general commissioning budget to enhance provision.
1.2	<p>This report provides more detailed performance and outcomes data for 2017/18 for the three main services commissioned by the Office of the Police and Crime Commissioner for Norfolk (OPCCN)...</p> <ul style="list-style-type: none"> <li>- Victim Assessment Referral and Support Service.</li> <li>- Independent Domestic Abuse Advocacy Service.</li> <li>- Sexual Violence Victims’ Services – Sue Lambert Trust.</li> </ul>
1.3	<p><b>MOJ Victims’ Commissioning Outcomes Framework</b></p> <p>Published in 2013 to support the development of localised commissioning of victims’ services, the key principle of the framework, which the OPCCN work to are...</p> <ul style="list-style-type: none"> <li>• Success should be based on how a service has supported a victim and the results of that support.</li> <li>• The overarching outcomes to be achieved are coping with the immediate impacts of crime and recovering from the harm experienced.</li> <li>• The following eight categories are those areas that support services should aim to help victims with during the course of their intervention... <ul style="list-style-type: none"> <li>- Mental health and physical health.</li> <li>- Shelter and accommodation.</li> <li>- Family, friends and children.</li> <li>- Education, skills and employment.</li> <li>- Drugs and alcohol.</li> <li>- Finance and benefits.</li> <li>- Outlooks and attitudes.</li> <li>- Social interactions.</li> </ul> </li> </ul>

	<b>OPCCN Governance and Performance Management</b>
1.4	Each contract or grant agreement for provision of victims' services sets out clearly the outcomes and outputs to be achieved and how and when these should be measured.
1.5	Particular attention is given to the methodology for collating outcome data, as this is often the most complex aspect of reporting and requires a robust process that is proportionate to the size of the contract/grant and desired outcomes.
1.6	Proportionality is very important when working with small voluntary sector providers, which in some cases do not have the skills in the organisation or the resources to buy these skills in to design and implement methodologies to measure the outcomes set out above. In some cases these providers also constitute the only market for provision within Norfolk. In these situations the OPCCN has to share expertise, knowledge and sometimes resources from the Policy and Commissioning Team to support the development of measurement systems.
1.7	In pursuing good outcome measurement, relevance, complexity and proportionality are critical considerations, particularly in the context of the victim, the type of crime, the type and level of harm to the victim, the type of support required and the length of time required to both cope and recover.
1.8	For victims of serious and personally harmful crimes such as domestic abuse and sexual violence it can take a long period of time to cope and begin to recover. This is not a linear scientific process and coping and eventually recovery can involve a number of different types of intervention over a significant period of time. During which there can be ups and downs in terms of progress against a range of personal outcomes including mental and physical health, drugs and alcohol and social interactions. The key thing is that the services are there to support victims' when they are needed, that victims are empowered to control their own cope and recovery journey and that there is a robust system in place to demonstrate the service has been effective.
1.9	For less serious crimes, where little harm has been reported and for example where the victim will be making a one-off enquiry, a complex outcomes measurement methodology is not required and applied. However, the quality of the interaction is measured to measure performance levels and inform future delivery.
1.10	Performance data, including outcomes data is collected at pre-agreed intervals during the lifespan of a contract/grant agreement using a standardised proforma.
1.11	Responsibility for the management of each contract/grant for the provision of services for victims is assigned to the respective subject matter expert/lead in the Policy and Commission Team, who has responsibility for validating all



	returns form providers, confirming whether or not the conditions of the contract/grant are being met, and authorising future payments.
<b>2.</b>	<b>Performance and Outcomes - Main Victims' Services 2017/18</b>
2.1	At the meeting of the Police and Crime Panel on the 26 September, data was reported for OPCCN Commissioned Services for 2016/17 as reported to the MOJ. This report covers up to the first six months of 2017/18.
	<b>Victim Assessment, Referral and Support (VARS) Service – Victim Support</b>
2.2	The VARS service is universal and open to all victims on crime in the county, regardless of whether a crime is reported.
2.3	The services comprises an initial assessment of needs, safety planning, onward referral to specialist agencies, signposting and onward referral to the Victim Support local delivery team to receive practical and emotional support from either specialist support workers or volunteers.
2.4	The provision of the services means that the OPCCN meet the requirements of MOJ funding, the Code of Practice for Victims of Crime and the EU Victims Directive 2012/29/EU.
2.5	<p>In the first two quarters of 2017/18:</p> <ul style="list-style-type: none"> <li>➤ 1102 needs assessments were conducted</li> <li>➤ 732 victims were supported</li> <li>➤ the breakdown of victims supported by district was Breckland 12%, Broadland 9%, Great Yarmouth 16%, King's Lynn and West Norfolk 14%, North Norfolk 9%, Norwich 24% and South Norfolk 9%</li> <li>➤ 520 required emotional support, 66 practical support, 109 people required advice on personal safety, 271 were signposted, 46 were referred to specialist support and 81 received advocacy</li> <li>➤ The main types of victimisation were violence without injury (219), violence with injury (144), sexual offences (71), criminal damage (62) and burglary (54)</li> <li>➤ A victim of the terrorist attack in Manchester was supported</li> <li>➤ 314 victims have been receiving in-depth support including 173 domestic abuse victims, 31 sexual violence victims and 11 children and young people.</li> </ul>

2.6	<p>Service User Survey Data for 2016/17 shows (N being sample size):</p> <ul style="list-style-type: none"> <li>➤ 100% were satisfied with the service they received (N=31)</li> <li>➤ 94% felt the service was easy to access (N=31)</li> <li>➤ 91% reported improved health and wellbeing (N=31)</li> <li>➤ 79% felt dealings with the police had improved (N=31)</li> <li>➤ 78% felt better informed (N=31)</li> <li>➤ 89% felt safer (N=31)</li> <li>➤ 91% felt the service helped them cope with the impact on their confidence (N=30)</li> <li>➤ 69% were helped to cope with the impact on their finances (N=30)</li> <li>➤ 94% stated the service helped with the impact in relationships and social life (N=30)</li> <li>➤ 95% stated the service helped them cope with the impact on shelter and accommodation (N=30)</li> <li>➤ 96% stated the service helped them cope with the impact on work or study (N=30).</li> </ul>
	<p><b>Independent Domestic Abuse Advocacy Service (IDVA) – Leeway</b></p>
2.7	<p>The IDVA Service, which covers the whole county, is co-located in the Multi Agency Safeguarding Hub (MASH), supports high risk victims of domestic violence and comprises 10 IDVAs and 1 IDVA Manager. The IDVA Service covers an age range of 16 years and above and is available to both men and women.</p>
2.8	<p>In the first quarter of 2017/18:</p> <ul style="list-style-type: none"> <li>➤ 612 referrals were received, of which 463 were high risk cases.</li> <li>➤ the main age of people referred was 25 - 29</li> <li>➤ each referral received an assessment of needs, a risk assessment and personalised safety planning</li> <li>➤ 75 per cent of referrals were contacted within 25 hours</li> <li>➤ 81 percent of high risk referrals engaged with the service</li> <li>➤ 12 victims left relationships</li> <li>➤ 4 were assisted to leave relationships</li> <li>➤ 144 victims accessed advice on legal remedies</li> <li>➤ 296 received object markers</li> <li>➤ 42 were issues with security alarms</li> <li>➤ 100 referrals were referred by the Court and were offered safety planning and access to support while their partner /ex-partner was</li> </ul>

	<p>going through the criminal justice process</p> <ul style="list-style-type: none"> <li>➤ 83 clients were supported on Civil Law procedures including injunctions</li> <li>➤ 147 clients were supported through Criminal Law/Prosecutions</li> <li>➤ 60 clients were offered additional support for to address substance misuse</li> <li>➤ 95 clients were referred for mental health support/interventions</li> <li>➤ 21 clients were referred into refuge.</li> </ul>
	<b>Services for Victims of Sexual Violence – Sue Lambert Trust</b>
2.9	The OPCC funds over 25% of Sue Lambert Trust's core costs for delivering services to victims. The data below is for the whole service.
2.10	<p>During/by the end of the first quarter of 2017/18:</p> <ul style="list-style-type: none"> <li>• 233 clients received weekly counselling, of whom 15 were active with the short-term counselling service and 218 active with the long-term counselling service</li> <li>• 247 clients received counselling</li> <li>• 77 counselling offers were made and 63 were accepted</li> <li>• 169 people made first contact with the service</li> <li>• 172 initial assessments were conducted</li> <li>• 27 clients received support from Julian Support, a delivery partner, for finance, benefits, debt, housing and practical advice/support</li> <li>• 26 clients were receiving regular one to one support either face to face or by telephone from two new support workers</li> <li>• 21 clients seen during this period were aged 18 or under and 12 completed at least two journey reviews</li> <li>• 100% reported some positive change... <ul style="list-style-type: none"> <li>➤ 83% reported an improvement in their sense of wellbeing.</li> <li>➤ 67% reported an improvement in their day-to-day experience.</li> <li>➤ 42% reported an improvement in their relationships.</li> </ul> </li> <li>• The methodology for measuring the impact of support for adult clients was revised and a new approach implemented. Data will be available for future reports.</li> </ul>
<b>3.</b>	<b>Current Activity and Projects in Development</b>
3.1	<p><b>MOJ Outcomes Framework:</b> During the last twelve months, the MOJ have been trying to develop a new outcomes framework, based on the MOJ Commissioning Framework, to standardise data collation across all police force areas. Following the publication of a draft framework, the MOJ has now established a working group to take the development further. The OPCCN is represented on this group and the next iteration of the framework can be</p>

	shared with panel members at a future meeting.
3.2	<b>Victim Care Hub:</b> The OPCCN is working with the Office of the Police and Crime Commissioner for Suffolk and the current supplier, Victim Support, to redesign the current Victim's Assessment, Referral and Support Service. The new operating model will be based on a shared Victim Care Service with improved self-service through digital channels, stronger case management, improved victim advocacy and improved referral into specialist services.
3.3	<b>Sexual Violence Needs Assessment:</b> The OPCC is currently working with the Sexual Assault Referral centre Board, to carry out a comprehensive assessment of the needs of sexual violence victims in the county, with the overall aim of integrating service delivery, strengthening referral pathways and increasing provision through joint commissioning across the health and criminal justice sectors.

## Information bulletin – questions arising to the PCC

### Suggested approach from Jo Martin, Democratic Support and Scrutiny Team Manager

This information bulletin summarises for the Panel both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activity since the last Panel meeting.

#### 1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 describes the Police and Crime Panel's role as including to "review or scrutinise decisions made, or other action taken, by the PCC". This is an opportunity for the Panel to publicly hold the Police and Crime Commissioner for Norfolk (PCC) to account for the full extent of his activities and decisions since the last Panel meeting.

#### 2. Summary of the PCC's decisions and activity since the last Panel meeting

- 2.1 A summary of both the decisions taken by the PCC and the range of his activity since the last Panel meeting are set out below.

##### a) Decisions taken

All decisions made by the PCC are recorded and published on his website. Decisions made by the PCC, up until 20 November 2017, are listed at **Annex 1** of this report.

##### b) Items of news

Items of news, covering the PCC's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published up until 20 November 2017, are listed at **Annex 2** of this report.

##### c) Police Accountability Forum meetings

Agendas for these meetings are published on the PCC's website. Items discussed at the most recent Police Accountability Forum meeting are set out at **Annex 3** of this report.

##### d) Norfolk and Suffolk Collaboration Panel meetings

Suffolk Constabulary is Norfolk's preferred partner for collaboration. The two forces have been collaborating for over five years, and that partnership is credited for having yielded significant savings for both Constabularies. An extensive programme of collaborative work has already delivered a number of

joint units and departments in areas such as major investigations, protective services, custody, transport and IT.

The PCC meets with Suffolk's Police and Crime Commissioner, Tim Passmore, and the Chief Constables of both counties to monitor collaborative work between the two forces. These meetings are planned to be held in public every other month, with the venue alternating between Norfolk and Suffolk, and agendas are published on the PCC's website. Items discussed at the most recent Collaboration Panel meeting are set out at **Annex 4** of this report.

- e) Other out-of-county activity between 26 September 2018 and 28 November 2017:

Date	Activity
2 November 2018	The Association of Police and Crime Commissioners (APCC) and the National Police Chiefs' Council (NPCC) Joint Summit

- f) Audit Committee

The Audit Committee is independent of the PCC and Norfolk Constabulary. The Committee considers the internal and external audit reports of both the PCC and the Chief Constable and provides advice on good governance principles and appropriate risk management arrangements. Items discussed at the most recent meetings are set out at **Annex 5** of this report.

### 3. Suggested approach

- 3.1 The PCC has been invited to attend the meeting to respond to your questions, and will be supported by members of staff.

#### 4.0 Action

- 4.1 The Panel is recommended to put questions to the PCC, covering the areas at paragraph 2.1 of this report, to publicly hold him to account for the full extent of his activities and decisions since the last Panel meeting.



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## PCC's Decisions

### **Contract award – provision of consultancy service (fire governance)**

#### *Decision 2017-23*

The PCC agreed the procurement of consultancy services to explore the viability of a business case for future governance arrangements of Norfolk Fire and Rescue Service.

### **Section 22a Collaboration Agreements**

#### *Decision 2017-24 (Confidential)*

The Chief Executive (on behalf of the PCC) has signed a number of Section 22a collaboration agreements which were due for renewal on 31 August 2017.

### **Norfolk County Council Children's Services**

#### *Decision 2017-25*

The PCC agreed to continue the joint project with Norfolk County Council Children's Services to provide three domestic abuse coordinators to work across the county, aligning their activity in support of early help hubs, providing expert advice and support for multi-agency practitioners, and identifying and training a network of local domestic abuse champions.

### **Contract Variation for Matthew Project provision of 180 Norfolk Link Worker**

#### *Decision 2017-26*

The PCC agreed to extend the existing grant agreement with the Matthew Project to ensure counselling services are available to the 180 Norfolk Integrated Offender Management (IOM) scheme cohort.

### **National S22 Agreement for Authorisation of Human Intelligence Sources**

#### *Decision 2017-27*

The PCC has agreed to enter into a national agreement under section 22 of the Police Act 1996 to collaborate on authorisation of Covert Human Intelligence Sources.

## Other 2017 confidential PCC decisions

### **2017-01 Seven Force Strategic Collaboration Agreement – Second Agreement**

The PCC agreed to enter into a second collaboration agreement with other forces to work together on the Seven Force Strategic Collaboration Programme.

### **2017-03 Deed of variation – Project Athena**

The PCC agreed to grant authority to the Chief Executive to execute the deed of variation to vary the original contracts between the provider and the nine Project Athena local policing bodies.

### **2017-04 Operation Moonshot**

After a successful pilot, the PCC has provided a financial contribution to the infrastructure costs of establishing a permanent Operation Moonshot team. The team's focus is to disrupt criminals, prevent crime and recover stolen property.

### **2017-15 Strategic Governance Board – 23 March 2017**

The PCC made a number of decisions based on the content of reports submitted to the meeting.

**2017-16 Section 22a Collaboration Agreement**

The PCC has signed a number of Section 22a collaboration agreements which were due for renewal on 31 May 2017.

**2017-17 Contract of Employment – Chief Constable**

The PCC extended the Chief Constable's contract of employment to Autumn 2020.

Further detail about each decision can be viewed on OPCCN's website at the following address:

<http://www.norfolk-pcc.gov.uk/transparency/decisions>

Alternatively, Panel Members can request this information in hard copy by contacting the Committee Officer.



## Summary of the PCC's activity

### Rural crime under spotlight in Snetterton

Rural crime was under the spotlight at a special meeting hosted by Norfolk's Police and Crime Commissioner in Snetterton.

20 September 2017

### Young people praise PCC-funded initiative to crack down on knife crime

An innovative project to educate young people about the dangers of knife crime has received positive feedback only six months after being launched in Norfolk.

21 September 2017

### Care leavers given vital lifeline to independence

Young people leaving care are being given the critical support they need thanks to a cash boost of nearly £90,000 from the Office of the Police and Crime Commissioner.

27 September 2017

### PCC responds to Chief Constable's announcement on future policing of Norfolk

Norfolk's Police and Crime Commissioner, Lorne Green, responds to Chief Constable's announcement on future of policing in the county.

19 October 2017

### Bids welcome to help expand scheme for female offenders

Partner organisations across the county are being invited to play their part in a scheme targeting female offenders and women at risk of entering the criminal justice system.

24 October 2017

### Norfolk PCC statement on Cromer policing review

Lorne has released a statement responding to the announcement by Norfolk Police on findings from its review of policing in Cromer on the weekend of 18-20 August 2017.

25 October 2017

### Have your say on policing as PCC and Chief Constable come to Long Stratton

On 14 November, the PCC will again be taking his regular public meeting and policing Q&A 'on the road' as he holds the county's Chief Constable to account.

7 November 2017

### PCC supports call for tougher sentencing for assaults on emergency service workers

The PCC has called for 'strong Government support' for the Assaults on Emergency Workers (Offences) Bill being discussed by Parliament today.

15 November 2017

### Norfolk's PCC welcomes report praising Norfolk Constabulary's "innovative" approach

Norfolk's PCC has welcomed the publication of a report which has praised Norfolk Constabulary for its "innovative" approach to policing.

16 November 2017

Agencies join together to tackle domestic abuse

Helping victims of domestic abuse was top on the agenda at a special meeting hosted by the Office of the Police and Crime Commissioner.

17 November 2017

Norfolk's PCC supports #BlueLightDay

Norfolk's PCC has today paid tribute to the county's team of "dedicated and committed" emergency service personnel.

17 November 2017

Further details about each of the news items can be viewed on OPCCN's website at the following address:

<http://www.norfolk-pcc.gov.uk/latest-news>

## List of items discussed at the most recent Police Accountability Forum meeting

<b>Date: 14 November 2017</b>	
<b>Subject</b>	<b>Summary</b>
<b>Public agenda</b>	
South Norfolk District Performance Overview	<p>To provide an overview of recent performance in the South Norfolk District.</p> <p><b>Recommendation:</b> PCC to note the contents of the report.</p>
Budget Monitoring Report	<p>This report provides a high level financial overview of the Group Revenue and Capital Budgets for the current year, 2017/18.</p> <p>The PCC approved the revenue budget and capital programme for 2017/18 in February 2017 and this reports forecasts income and expenditure to the end of the year (outturn) based on the position at the end of September 2017.</p> <p>This report does not include the full impact of transitional costs in respect of the Norfolk 2020 policing model announced on 19 October 2017. These costs will be better understood following the conclusion of the staff consultation period and future reports will be updated accordingly.</p> <p><b>Recommendation:</b> To note the report.</p>
Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money'	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set out in the Norfolk Police &amp; Crime Plan 2016-2020.</p> <p><b>Recommendation:</b> To note the report.</p>
Estates Update	<p>This paper updates the PCC on the latest position with the major estates strategy projects and the South Norfolk District area Norfolk PCC estate.</p> <p><b>Recommendation:</b> To note the update.</p>
Police and Crime Plan Theme: Delivering a Modern and Innovative Service	<p>This report outlines the Constabulary's progress on the Strategic Policing objectives for Priority 6: Deliver a Modern and Innovative Service, as set out in the Norfolk Police &amp; Crime Plan 2016-2020. It also summarises the current status of the Athena</p>

	<p>Development Programme and other Athena work streams.</p> <p><b>Recommendation:</b> To note the report.</p>
Mobile Devices and Body Worn Video	<p>This paper provides a brief update on the deployment of Body Worn Video and Mobile devices across both Constabularies.</p> <p><b>Recommendation:</b> To note the report.</p>
Police and Crime Plan Theme: Support Victims and Reduce Vulnerability	<p>His report outlines the Constabulary's progress on the Strategic Policing objectives for Priority 5: Support Victims and Reduce Vulnerability, as set out in the Norfolk Police &amp; Crime Plan 2016-2020.</p> <p><b>Recommendation:</b> To note the report.</p>
Cybercrime – Support Victims and Reduce Vulnerability	<p>Overview of the current work of the Joint Norfolk and Suffolk Cybercrime Unit, Serious and Organised Crime Directorate.</p> <p><b>Recommendation:</b> To note the report.</p>
Emerging Operational/Organisational Risks	

The meeting was followed by a public question and answer session.

The next PAF meeting is due to take place on 25 January 2018 – venue to be confirmed.

The public reports can be viewed on the OPCCN's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/police-accountability-forum/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

**List of items discussed at the most recent Norfolk and Suffolk Collaboration Panel meeting**

The Collaboration Panel last met on 8 February 2017, and items discussed were reported to the PCP at its 4 April 2017 meeting.

The next meeting is scheduled for Tuesday 5 December 2017 at The Athenaeum, Angel Hill, Bury St Edmunds, Suffolk IP33 1LU.

The public reports can be viewed on the OPCCN's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/transparency/accountability/collaboration-panel/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

**List of items discussed at the most recent Audit Committee meeting**

The Audit Committee last met on 5 September 2017, and items discussed were reported to the PCP at its 26 September 2017 meeting.

The Audit Committee is due to meet next at 10:30am on Tuesday 9 January 2018.

The public reports can be viewed on the Commissioner's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/spend/audit-committee/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

**National Police and Crime Panel Conference 2017**

**Report from Jo Martin, Democratic Support and Scrutiny Team Manager**

To consider matters arising from the national conference.

**1. Background**

- 1.1 Since the establishment of Police and Crime Panels in 2011/12, an annual national conference has taken place to support panel members and officers with their learning and development. A range of speakers from the sector have been involved in leading plenary discussions and practitioner workshops.

**2. Sixth National Conference**

- 2.1 The conference was attended by Vice-Chairman Dr Kemp, Air Commodore Kevin Pellatt and Jo Martin.

- 2.2 The theme of this year's conference was "Changing context, increasing collaboration. What does this mean for us?"

Contributing to the opening plenary discussion were:

- Cllr Alison Lowe, Chair of West Yorkshire PCP
- Jacqui McKinlay, Chief Executive, Centre for Public Scrutiny
- David Lloyd, Chair of the Association of Police and Crime Commissioners.

- 2.3 Grant Thornton has been the conference sponsor since 2015 and will publish a full conference report, which will be circulated to all panel members. However, messages that resonated with those attending were as follows:

- 1) The need to demonstrate that scrutiny is having an impact, ensuring that Panels are requesting the right information and evidence in order to hold PCCs to account.
- 2) While recognising that scrutiny is locally driven and it is essential for Panels to focus on local priorities, they also need to maintain an awareness of the national context in which forces, PCCs and partner organisations are operating.

- 2.4 It is therefore suggested that a development session should be arranged for the Panel, in order to ensure that:

- 1) all panel members are fully informed about the implications arising from Norfolk 2020, Police and Fire Collaboration, and areas of transformation.

- 2) Panel members, together, have the opportunity to reflect on the Panel's forward work programme and how it is currently holding the PCC to account.

### **3. National voice for Police and Crime Panels**

- 3.1 The creation of a national representative body is supported by almost all Panels, and the consensus of opinion of those attending the conference was that a Special Interest Group within the Local Government Association would be the most appropriate model to adopt.
- 3.2 A Steering Group has been established to develop this model further (including Terms of Reference, composition, membership, cost), with a view to circulating a final proposal to all Panels by March 2018.
- 3.3 Dr Kemp has volunteered to participate in the Steering Group and will keep the Panel updated.

### **4. Thematic workshops**

- 4.1 Norfolk facilitated a workshop on the police complaints system reforms, based largely on the information provided by OPCCN to our Complaints Policy Sub Panel. Initial feedback from participants indicates that colleagues found the information extremely useful, and given the high level of interest we have been asked to consider facilitating another workshop in the new year.

### **5. Regional Wide Forum**

- 5.1 Panels had the opportunity to meet in regional forums, to share knowledge, best practice and consider topical regional issues.
- 5.2 Those from the Eastern Region discussed whether or not the establishment of a national Special Interest Group would have implications for the continuation of the Eastern Region PCP Network. All of those attending agreed that the regional network and national body had different purposes, and wished to maintain the regional network in addition to a national representative body. It was also suggested that attendance at the regional network might be extended to include other panel members, in addition to Chairmen and Vice-Chairmen.

### **6. Action**

- 6.1 The Panel is asked to consider matters arising from the national conference.



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## Forward Work Programme

1 February 2018, County Hall	<b>Panel refresh training - consideration of precept</b>	
6 February 2018, County Hall	<b>Review the PCC's proposed precept for 2018-19 (the Panel must review and report by 8 February 2018)</b>  <b>Police and Crime Plan performance monitoring</b>  <b>Commissioned services update</b>  <b>PCC Complaints Monitoring Report</b>  <b>Complaints Handling Sub-Panel – Update</b>  <b>Information bulletin – questions arising to the PCC</b>  <b>Forward Work Programme</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
To be confirmed – week beginning 19 February 2018, County Hall	<b>Reserve date – to review a revised precept for 2018-19, if vetoed (the Panel must review and report by 22 February 2018)</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
10 April 2018, County Hall	<b>Police and Crime Plan performance monitoring</b>  <b>Commissioned services update</b>  <b>Information bulletin – questions arising to the PCC</b>  <b>Forward Work Programme</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
29 May 2018, County Hall	<b>Election of Chairman and Vice-Chairman</b>  <b>Balanced Appointment Objective</b>	

	<b>Panel Arrangements and Rules of Procedure – Review</b> <b>Police and Crime Plan performance monitoring</b> <b>Commissioned services update</b> <b>PCC Complaints Monitoring Report</b> <b>Information bulletin – questions arising to the PCC</b> <b>Norfolk Police and Crime Panel funding</b> <b>Forward Work Programme</b>	
10 September 2018, County Hall	<b>PCC's 2018-19 Annual Report</b> <b>Information bulletin – questions arising to the PCC</b> <b>Forward Work Programme</b>	
27 November 2018, County Hall	<b>PCC's Budget Consultation</b> <b>Police and Crime Plan performance monitoring</b> <b>Commissioned services update</b> <b>Information bulletin – questions arising to the PCC</b> <b>Forward Work Programme</b>	

The identified items are provisional only. The following meetings will be scheduled only if/when required:

- confirmation hearings

### **PCP - Complaints Policy Sub Panel**

Membership: Air Commodore Kevin Pellatt (Chairman), Dr Christopher Kemp, Mrs Sarah Bütikofer, Mr Trevor Wainwright.

Date of last meeting: 14 September 2017 (update reported to 26 September PCP meeting)

Next meeting: 16 January 2018

### **Future PCP training and network events**

- **Blue Light Innovation Conference:** 6 December 2017 (Peter Hill attending)
- **Eastern Region PCP network:** March 2018 (date and venue to be confirmed)

### **For information**

Norfolk County Community Safety Partnership Scrutiny Sub Panel – this Sub Panel meets at least annually; it last met on Friday 20th January 2017 at 10am in the Cranworth Room at County Hall.

Police Accountability Forum meetings are due to take place on the following dates (agendas will be made available via OPCCN's website).

- 25 January 2018 (venue to be confirmed)

Norfolk and Suffolk Collaboration Panel meetings are held in public every other month, with the venue alternating between Norfolk and Suffolk (agendas will be made available via OPCCN's website). The next meeting is scheduled for Tuesday 5 December at The Athenaeum, Angel Hill, Bury St Edmunds, Suffolk IP33 1LU.